

Planning & Allocations Report

FY 2019-2020

(June 1, 2019 - May 31, 2020)



Our **Mission**

The Jewish Federation of Metropolitan Detroit is the cornerstone of our Jewish community. We are committed to taking care of the needs of the Jewish people and building a strong and vibrant Jewish future in Detroit, in Israel and around the world.

We will:

- Strengthen **JEWISH IDENTITY**
- Build **JEWISH COMMUNITY**
- Grow **JEWISH PHILANTHROPY**



FY 2019-20 Allocation Committees

We gratefully acknowledge the work of the members of the Local Agency Planning Division, Israel and Overseas Committee and National Agencies Committee:

Local Agency Planning Division

Rob Gordon (Chair), Jodi Goodman (Associate Chair), Jennifer Silverman (Associate Chair), Stacy Brodsky, Suzanne Gildenberg, Nancy Glen, Susie Pappas, Ron Sollish, Stewart Weiner and Lisa Zimmer

Israel and Overseas Committee

Diane Goldstein (Co-Chair), Robert Hertzberg (Co-Chair), Nora Barron, Roz Blanck, Richard Broder, Molly Chernow, Sandy Muskowitz Danto, Norma Dorman, Wendy Eisenshtadt, Kevin Elbinger, Kristen Gross, Doreen Hermelin, Betsy Heuer, Michael Horowitz, Sherri Ketai, Linda Klein, Mark Kowalsky, Richard Krugel, Lawrence Lax, Matt Lester, Beverly Liss, Ilana Liss, Steve Margolin, Richard Nodel, Marcie Orley, Dulcie Rosenfeld, Deborah Rosenthal, Marty Rosenthal, Eric Sachs, Brian Satovsky, Jeff Schlussel, Julie Sherizen, Jane Sherman, Laurence Tisdale, Leah Trosch, Stewart Weiner and Sylvia Wolf

National Agencies Committee

Roz Blanck, Marcie Orley and Paul Silverman

Local Agency Planning Division Staff

Linda Blumberg, Jane Konoya
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Israel and Overseas and National Agencies Committee Staff

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FY 2019-20 PLANNING AND ALLOCATIONS REPORT

Our Vision

Through our Annual Campaign (Campaign), Federation raises and allocates funds to provide life-saving and life-enhancing humanitarian assistance to those in need, including seniors, the disabled, the unemployed and other individuals and families. Federation also works to translate Jewish values into social action and to provide avenues for Jewish education, engagement and enrichment.

The Annual Campaign and Challenge Fund are not the only support from Federation that our constituent agencies receive. Local agencies also receive significant support from funds raised by Federation, or held by the United Jewish Foundation, and invested on behalf of Federation constituent agencies. This support includes state and other grants, agency endowment distributions, programming endowments, Millennium and other Federation funds, Centennial Funds and distributions from the Foundation for Our Jewish Elderly. *(See Attachment IV following the Allocation Tables.)*

Locally, Federation supports a family of 17 Jewish agencies and schools across Metropolitan Detroit. Working with its global partners, Federation also impacts the lives of thousands of Jews throughout Israel, in the former Soviet Union and in 70 countries around the world.

Federation is the heart and soul of our community's philanthropic and humanitarian activities. It builds and strengthens Jewish community. Federation is the one place that belongs to every Jew, the place where philanthropy, volunteerism and shared commitment come together to make a difference, to repair the world.

There are many ways to contribute and participate in Federation's vital work. Each person can participate in his or her own way via hands-on volunteerism, a contribution to Federation or helping to raise money on behalf of the community. Federation welcomes everyone to become involved and help ensure the present and future of our Jewish community.

Federation 2019

Federation's leadership, staff and generous donors are addressing the challenges around us. We are a community that cares. This year, our community is projected to raise **\$33,900,000** for the Annual Campaign and approximately **\$2,900,000** for the Lisa and Gary Shiffman Challenge Fund. These funds will help us address our community priorities, which are:

1. To ensure there is a safety net of services for those in need in our community, in Israel and in Jewish communities around the world.
2. To provide our children a Jewish education and a myriad of Jewish experiences to strengthen their Jewish identity.
3. To attract and retain our young adults and connect them to the Jewish community.
4. To help our older adults maintain their independence and live with dignity.
5. To support our community's infrastructure.
6. To ensure the safety and security of Jewish Detroiters.
7. To ensure and maintain the future vitality of our Jewish community.

To further our goals, we continue to emphasize and support these programs:

- 1. Our Annual Campaign:** By working together as a community, 11,052 donors contributed to the Annual Campaign last year. Our goal this year is to increase both the number of donors who contribute to the Campaign and those who continue to contribute annually.
- 2. Assisting Jews in Need:** We continue to work together as a community to assist our communal members in financial distress and to connect them to the job opportunities and training they need to return to self-sufficiency. This year, our efforts:
 - a. Helped Jewish Family Service provide approximately 700 individuals and families in crisis in our community with emergency financial assistance and case management.
 - b. Helped Jewish Senior Life provide more than 300,000 meals to its senior residents.
 - c. Provided scholarship support for the day schools to help make a Jewish education possible for 1,818 students (70% of day school students) in need of financial assistance.
 - d. Helped provide Jewish Family Service with staff to respond to 4,552 community members contacting the agency because they were in crisis or needed information.
 - e. Helped JVS provide employment services to more than 4,000 members of the Jewish community.
 - f. Provided the congregational schools with more than \$350,000 in scholarship support.

- g. Helped the Jewish Community Center and Tamarack Camps provide approximately \$1,340,000 in Jewish camp scholarships.
- h. Helped Jewish Family Service provide 473 Holocaust survivors with case management, indemnification services and home care assistance.
- i. Helped Hebrew Free Loan provide 463 loans for living expenses, mortgage and rent assistance, vocational training, educational expenses and additional vital needs.
- j. Helped the campus Hillels (Michigan State University Hillel, Michigan Hillel at the University of Michigan, Hillel of Metropolitan Detroit and the Hillel Campus Alliance of Michigan) serve more than 10,000 Jewish students.

3. NEXTGen Detroit: To attract, retain and engage young Jewish adults in Metropolitan Detroit and connect them to Federation, we continue to invest in NEXTGen Detroit. Since its inception, NEXTGen Detroit has grown Federation's young adult engagement from 1,500 to more than 5,800 participants while emerging as a national model studied and replicated across North America. Dozens of communities have visited Detroit to learn from our success. This year, NEXTGen Detroit raised 17% more for the Annual Campaign than it did the previous year. One of NEXTGen's significant accomplishments included a record amount of money raised at EPIC. \$314,000 was raised for the Annual Campaign, a nearly \$10,000 increase over last year's event, with \$128,000 in card-for-card increases. In addition, NEXTGen continues to engage young adults in our community, who would otherwise be unaffiliated through programs like NEXTGen Detroit Pride (a program for the LGBTQ community) and NEXTGen Detroit Interfaith Couples.

4. Centennial Fund: Seven years ago, we launched the Centennial Fund to raise \$250,000,000 in new endowments that will ensure we will be able to meet the growing needs for social services and Jewish identity development programs in the future. To date, approximately \$234,000,000 has been pledged to the Centennial Fund. Although many gifts are testamentary, roughly 50% are lifetime gifts and currently provide funding for important community services. These funds are needed to secure the future of our local Jewish community and strengthen the lives of Jews in Israel and around the world. Centennial Fund dollars target four broad areas of interest:

- a. Social Welfare – Support for the Foundation for Our Jewish Elderly and other vulnerable populations, including children and at-risk families.
- b. Jewish Identity and Education – Support for a progression of Jewish life experiences from day schools to congregational schools, from day care to camping, from BBYO and the Hillels on our college campuses to Community Birthright Israel.
- c. Global Jewish Responsibility – Continue Detroit's leadership role in helping at-risk Jews and building strong Jewish peoplehood in Israel and around the Jewish world.
- d. PACE and Legacy Funds – Fund both PACE, our Perpetual Annual Campaign Endowment, and Legacy, our ongoing effort to raise unrestricted dollars to care for the community in times of emergency.

- 5. Revenue Diversification:** Through our community grant writing efforts, Federation successfully increased revenue for various community agencies and organizations in FY 2018-19 by securing \$4,261,732 in grants, with an additional \$1,216,770 in requests still pending. Since the grant writers began seven years ago, the program has helped to secure more than \$21,700,000.

Ensuring a Safety Net for Our Community

Understanding the critical role that social and mental health services play in the lives of individuals, families and the entire community, Federation created JHELP, offering a single portal to help community members find the assistance they need. Launched in February 2018, JHELP is a coordinated approach among the Jewish communal agencies to address the needs of families and individuals in crisis. To make getting help easy and efficient, Federation spearheaded the development and launch of jhelpdetroit.org. This website allows community members to browse available programs and services or connect with the Jewish Family Service Resource Center via phone, chat, email or by scheduling an appointment.

Federation has implemented a robust marketing campaign to let the community know about JHELP. Specific marketing tactics have included advertisements and articles in the Jewish News and other papers, direct mail pieces sent to community members' homes and email and social media campaigns.

Community Security

The safety and security of the Jewish community is an ongoing Federation priority. While recent attacks on schools and Jewish institutions across America and the world have prompted increased public concern, the Federation has been investing for a number of years to secure our community's schools, organizations, and synagogues.

- 1. Community-Wide Security Team:** Under the leadership of Gary Sikorski, Director of Community-Wide Security, the Federation's security team provides security assessments, defense training, target hardening guidance, on-site security personnel for camps and day school and coordinates with contract security personnel at synagogues and on Jewish campuses throughout the Detroit Jewish Community. This team also maintains close relationships with the Secure Community Network (an initiative of JFNA) and local, state, and federal law enforcement agencies to monitor threats and uphold best security practices.
- 2. Capital Improvements/Target Hardening:** These include support for Jewish communal organizations' capital improvement and target hardening efforts through direct grant dollars, grant writing support, security guidance and implementation support. In the past two years alone, the Federation helped to secure more than \$1,500,000 in external funds for security improvements. In FY 2018-2019, the Federation allocated more than \$1,000,000 toward community-wide security efforts.
- 3. Grant Making:** In May 2019, the Federation and Foundation announced a \$500,000 matching grant program for security personnel and security enhancements at local synagogues and temples.

Multicultural Integration Funding Grant

The 2019 State Multicultural Integration Funding grant, which provides dollars to Federation through the Department of Health and Human Services, was increased to \$3,750,000. These funds help us to support mental health and social welfare services provided by our Jewish communal agencies to vulnerable populations. This funding also helps replace discontinued funding from United Way, the government and private foundations.

Achieving an increase in the grant was a remarkable accomplishment and due to the efforts of the Government Relations Oversight Committee (GROC), chaired by Ron Klein and Josh Opperer, and extraordinary assistance from Dennis Bernard and Evan Weiner, previous GROC Co-Chairs. Sandi Jones and Jon Smalley, Federation's lobbyists with Muchmore, Harrington, Smalley and Associates in Lansing, also played a critical role. GROC continues its joint State government advocacy efforts with our Arab partners, the Arab Community Center for Economic & Social Success (ACCESS) and the Arab-American & Chaldean Council (ACC), to maintain the grant and, we hope, increase it for FY 2020.

Allocations Impact Model (AIM)

As the central philanthropic organization in the Jewish community, it is important that the Federation and its agencies demonstrate to donors that the funds raised and allocated have a significant positive impact in the community and that donor investments in our community are making a measurable difference. Last year, the Federation continued the Allocations Impact Model (AIM), providing our agencies measurement tools and a consultant who helps them learn how to effectively demonstrate their impact. The agencies and Federation, as well as the Jewish community at large, are benefiting from this initiative. The impact-based allocation process:

1. Partners the agencies with the Local Agency Planning Division to help the agencies build capacity and demonstrate their impact.
2. Helps the agencies develop better data about their programs, deliver greater benefits to those they serve, become more efficient, be better able to respond to grant opportunities and raise more money because they can demonstrate their programs' value and impact to the community.
3. Helps Federation and its constituent agencies to more effectively tell their stories to donors by highlighting not only what agencies are doing, but also by quantifying their impact. Donors are able to more easily learn what difference their contributions are making in the community.
4. Rewards agencies with additional funding, when available, if they run quantifiable and impactful programs.
5. Strengthens our agency accountability system.

Federation engaged Professor Sue Ann Savas from the University of Michigan's School of Social Work to work with the agencies on this project. Professor Savas and her team continue to help the agencies strengthen their measurement systems where needed.

Also, this past year Professor Savas conducted a seminar for Jewish communal agencies focused on how to develop Stories of Impact. This specific measurement and case study technique helps agencies understand the experiences of community members. It offers important feedback for the agencies and a modality through which they can collect case studies to demonstrate the impact of their work.

Youth Mental Health Initiative

In late 2016, Jewish Federation and The Jewish Fund partnered with Morpace, Inc., a global research firm, to develop and execute a robust, community-wide health and social welfare needs assessment. Information gathered about the state of our youth's mental health was chilling. More than half of the youth who responded to the survey indicated that they, or someone they know, struggle with anxiety while just less than half are struggling with sadness, depression and low-esteem.

After the community study was completed, Federation assembled a Youth Mental Health Workgroup (Workgroup) – comprised of agency professionals, clergy, synagogue staff and mental health professionals – to develop a community plan to address the youth mental health crisis. After a year of work, the plan was finalized. It focuses on three important pillars: Education and Awareness Activities, Suicide Awareness and Intervention Training, and Interventional Support.

Federation just completed its second year of the program, and considerable progress was made. Some of our accomplishments include:

1. More than 500 community leaders and professionals completed safeTALK and/or ASIST suicide awareness and intervention training. More than 85% of the participants say they now know how to help someone in crisis.
2. WN2t.org, a website that features videos of youth telling their stories, tools and resources for community members and crisis information, was launched. In April, a new version of the site with an improved layout and more videos and information was completed. *One Thing I Wish You Knew*, a youth testimonial, has had more than 22,000 views. A video describing a teen's eating disorder has been viewed more than 15,000 times, and a third video featuring Rabbi Shmuel Zimmerman from NOAM Detroit (the social services division of the Council of Orthodox Rabbis) has been viewed more than 7,400 times.
3. Roughly 1,500 community members attended mental health-related talks by *New York Times* columnist Frank Bruni, Former Stanford University Dean Julie Lythcott-Haims, and Will Heineiger, a former football player at the University of Michigan who suffers from depression.
4. Julie Fisher, M.Ed., a consultant hired by Federation, developed customized youth mental health-related programming plans for the Jewish day schools, and created a resiliency program to be launched in the schools during the 2019-20 school year.

2018 Population Study

Under the direction of Dr. Ira Sheskin from the University of Miami, Federation began a population study in August 2017 that was then completed in August 2018. This study is helping the Federation, Jewish agencies, local synagogues and others to more strategically address our community's many needs. It is also providing important information to help the community set priorities and guide decision-making for years to come. The last full population study was completed in 2005 and updated in 2010.

Consistent with other Jewish community studies, Dr. Sheskin used a random digit dialing sample combined with a sample from Federation's mailing list and households with distinctive Jewish names. In total, 1,200 telephone interviews with Jewish Detroiters were completed which informed the final results of the study. Full study reports can be found online at jewishdetroit.org. To view the reports, click on "About Us" and "Publications."

Federation acknowledges the generosity of the donors whose financial support helped make the 2018 Population Study possible:

- Mandell L. and Madeleine H. Berman Foundation
- William Davidson Foundation
- The Jewish Fund
- D. Dan and Betty Kahn Foundation

The 2018 Population Study was dedicated to Mandell "Bill" Berman z"l, an ardent supporter of the local Detroit Jewish community and a visionary businessman and philanthropist who had a strong and abiding interest in the study of the American Jewish community. Because Mr. Berman knew that good decision-making must be informed by data, he funded the landmark 1990 National Jewish Population Study. He later founded the Berman Jewish DataBank housed at the Jewish Federations of North America and the Berman Jewish Policy Archive at Stanford University. Mr. Berman encouraged and helped fund the 2018 Population Study in addition to the 1989 and 2005 studies.

Collaboration Project

Jewish Detroit's social service agencies face unique pressures – donor demographics and donor interests are changing; governmental funding requirements continue to evolve and there is more competition in the marketplace than ever before. At the same time, technology and new community partners present opportunities to deliver services in a more impactful and cost-effective way.

Having just completed the 2018 Population Study and the 2016 Health and Social Welfare Needs Assessment, and with a collaborative group of agency executives in place, last year Federation kicked off a process aimed at investigating the best model to ensure impactful service delivery and long-term sustainability of Jewish Detroit's social service infrastructure. FSG, a mission-driven consulting firm with wide-ranging capabilities and experience working with non-profits around the world, is facilitating this process. We expect that a strategic roadmap will be completed in October 2019.

Planning and Allocations

The Local Agency Planning Division (LAPD), Israel and Overseas Committee (IOC) and the National Agencies Committee monitor the agencies under their charge and make allocation recommendations to the Combined Federation and Foundation Boards.

In past years, these groups made their allocation recommendations to the Planning and Allocations Steering Committee (PASC), which approved the recommendations to the Combined Boards. However, after an internal review, Federation found that the PASC's role was largely customary and added an unnecessary layer to the allocations process. The PASC will be put on hiatus for the next year as we evaluate its utility to the allocations process.

A special thank you to the allocation groups and professional staff for all their hard work and creative thinking this year in addressing the challenging issues confronting our Jewish community.

Local Agency Planning Division

In previous years all constituent agencies were assigned to a planning division. Social service agencies were assigned to the Community Services Division and Jewish education and identity building agencies were assigned to the Jewish Education and Identity Division (JEDI). While this structure allowed lay leaders to focus on the agencies within their division, it prevented them from making allocation decisions that took into account the needs of the community as a whole. Starting this past year, all 17 of Federation's constituent agencies and day schools were assigned to a single division named the Local Agency Planning Division (LAPD).

The LAPD serves as the primary liaison between the Federation and its constituent agencies and day schools. It provides program and fiscal oversight and helps ensure that Federation dollars are spent wisely, for the purposes they were intended and in accordance with Federation's and the agencies' and schools' missions. The Division works closely with Federation's Director of Business Practices who assists with this process and helps ensure that the agencies have sound fiscal management.

In addition, the LAPD addresses agency, day school and communal issues when they arise and makes recommendations for annual allocations to each constituent agency and day school. It does this based on meetings during the year with each agency and day school and a review of their budgets and financial statements.

When making local agency and day school allocation recommendations, the LAPD considers each organization's needs in the context of core community impact areas and priorities. The Division views allocation decisions from a global/communal perspective, not just from an individual agency/day school perspective. When making allocation decisions, particularly if decreases are proposed, the LAPD considers whether the integrity of an agency's or day school's operations, mission and programs could be undermined.

Allocations Process

The FY 2019-20 allocation recommendations comply with these allocation principles established by the Federation and Foundation Boards:

1. Expenditures may not exceed revenue.
2. A baseline amount of unrestricted reserves must be maintained.
3. Donor, legal and contractual commitments must be fulfilled.
4. General Fund reserves should not be used to support allocations or annual Federation operations.

Allocations

The Board of Governors approved Campaign and Challenge Fund allocation parameters in April. These were based on a projected 2019 Campaign achievement of **\$33,900,000** which is **\$1,700,000** more than the 2018 Campaign achievement. The 2019 approved Challenge Fund parameter was **\$2,900,000**.

The allocations report includes the allocations from the Annual Campaign and the Challenge Fund. The Challenge Fund allocations to constituent agencies and day schools consist of three types of grants:

1. **General Grants:** These are Challenge Fund dollars that historically have been added to the funds given to the agencies as part of their Campaign Allocation.
2. **Donor Designations:** These grants are given in accordance with the explicit instructions of donors to the Challenge Fund.
3. **Challenge Fund Special Grants:** When there are sufficient unrestricted Challenge Fund dollars above those needed for general grants, these grants are given to address high priority needs that cannot be handled by the normal Campaign allocation.

Local Allocations

The LAPD recommends an overall local allocation of **\$25,785,124** to support services and programs provided through 17 constituent agencies, day schools and Federation. This amount is comprised of **\$23,222,637** from the Annual Campaign and **\$2,562,487** from the Challenge Fund, which includes donor designations of **\$927,487** and general grant allocations of **\$1,635,000**. All allocations are detailed in the attachments and tables included later in this report.

National Allocations

\$1,579,893 from the Annual Campaign is recommended to support Birthright Israel, six national agencies and programs and Detroit's "Fair Share" support of the Jewish Federations of North America (JFNA), representing an overall reduction of **\$10,000**.

The most significant change reflects a continued transition in the National Federation Alliance, an entity organized through JFNA. For many years it pooled funding from participating Federations to support critical services provided through national agencies. In recent years, there have been a number of changes to the landscape of the Federations' support to national agencies. Many Federations opted to fund those agencies directly and withdrew their support through the National Federation Alliance. There have also been several new national agencies, which arguably should have been eligible to receive funds through the Alliance. As a result, the participating Federations decided early in 2018 that each Federation would determine its own distribution to these organizations and projects. Consequently, the Federations are no longer paying JFNA to administer this process.

The Alliance also provided a platform for national planning among these agencies. With the Alliance disbanding, Federation is re-positioning its support for selected national agencies into more appropriate funding areas to provide greater context for understanding the impact that these important agencies have. (e.g. the National Coalition for Supporting Eurasian Jewry is now being overseen by the Israel and Overseas Committee.)

As part of Federation's support to National Agencies, **\$396,461** is included to support Birthright Israel, the work of seven national organizations and two projects currently being organized by JFNA, reflecting key national priorities. These two projects include the Israel Action Network (IAN) and the "Next Generations Collective Action Initiative."

Israel and Overseas Allocations

The Israel and Overseas Committee (IOC) recommends **\$9,118,491** to support programs and services provided through the Federation's overseas agencies. This amount includes:

1. **\$8,834,970** from the 2019 Annual Campaign, which is made up of **\$6,995,130** for Core Allocations, **\$1,330,000** for Elective Allocations and **\$509,840** from the Federation's operating budget to support its mission programs/exchanges, and its activities administered through offices in Detroit and Israel.
2. **\$283,521** in donor-designated contributions given through the Lisa and Gary Shiffman Challenge Fund for specific programs.

The Federation always attempts to be strategic with its resources, creating partnerships with program providers, local municipalities and area residents. The Israeli government, and its funding mechanisms, are frequently bureaucratic and often politicized. Federation allocations are used to help fill the gaps and to incubate new approaches, ultimately leading to systemic change. Examples in past years have included: PACT-Netanya, Youth Futures and Hanoch.

The IOC uses these criteria in recommending grants and allocations:

1. **Grants should be coordinated with other government and private funding**, with priority given to programs that leverage other funding support. While the amount varies from program to program, on average the Federation leverages an additional \$4 for every \$1 it allocates.
2. **Funded programs must have a business plan**, including an “exit strategy” for Detroit’s funding and a plan to sustain support once it ends.
3. **Each program should have identified and measurable goals.**

Campaign allocations are broken down into three categories (not counting Challenge Fund contributions designated by donors to support specific programs):

1. **“Core” Unrestricted Allocations**, which is Detroit’s portion of its collective responsibility with all North American Federations to support basic overseas needs addressed through its major overseas agencies: JAFI, JDC and World ORT. These agencies support Jewish communities in 70 countries worldwide. They are the first on the scene during an emergency, and often provide the infrastructure for communities to develop their own programs and services. They also connect Jewish communities to one another, to Israel and to the global Jewish world. This past year Detroit comprehensively reviewed the work performed through our agencies’ core unrestricted funding. The study concluded that these agencies are addressing Detroit’s top overseas priorities and that “core support” remains the most effective vehicle for fulfilling our community’s collective responsibility to global world Jewry.
2. **“Elective” Programs**, which are community designated projects.
3. **The Federation’s Operating Budget**, which in addition to funding its Israel and Overseas Department’s offices and programs, supports missions and exchanges to Israel and to other overseas Jewish communities world-wide.

Caring for Jews in Need

Historically, the Federation has played a leadership role in advocating on behalf of world Jewry and addressing the needs of Jews living in Israel and around the world. Detroit’s global connection to world Jewry is one of its unique characteristics and one of its most attractive features to engage local participation in the Federation’s work.

Although Israel’s economic conditions have improved in recent years, the rise in living standards has not been enjoyed by everyone, particularly new immigrants and the country’s Haredi, Ethiopian Israeli and Arab populations. Although poverty rates have declined, one out of five Israeli families still live below the poverty line, which is among the highest rates compared to other developed countries around the world.

In addition, while the overall employment rate is low, rising prices have resulted in less disposable income and increasing numbers of people are struggling to make ends meet. The challenge is greatest in the peripheries of the country, including areas such as Detroit’s partnership communities in the Central Galilee. Success for the next generation relies on improving education levels, particularly among those historically under-represented, such as Ethiopian Israelis, the Haredi and the Israeli Arabs.

The Federation's overseas allocations help address needs that often mirror those existing in the local Detroit Jewish community. They target those who are the most vulnerable, primarily the elderly, youth and families at-risk, new immigrant populations and other disenfranchised groups.

There are currently 149,000 Ethiopian Jews in Israel, the majority of whom are under the age of 40. As a segment of Israeli society, Ethiopian Israelis face significant challenges. Most of the parents are illiterate, even in their native Amharic language. Most households are low income, requiring both parents to work. The children, even those who are second generation, often fall behind in school and are placed into the lowest educational tracks. The culture of poverty is persistent, and ultimately children do not have the confidence they need to succeed.

The IOC is recommending funding support for the Ethiopian National Project's School Performance and Community Empowerment Program (SPACE). The SPACE program's goal is to narrow the scholastic gap between Ethiopian Israelis and their Israeli born peers and to help them score better on their high school matriculation exams. There are currently 8,729 children nationwide who have been assessed as being eligible for the SPACE Program, 180 of whom live in Detroit's Partnership Region. Children receive four hours of tutorial and counseling support weekly, meeting in groups of four to nine people. They also receive a hot lunch. The program has made a significant impact with 82% of SPACE participants achieving matriculation, compared with just 59% of those Ethiopian Israelis who did not participate in the program and 71% nationally. The Israeli government has committed to match each private dollar contributed over the next four years, up to \$18,000,000.

While there are few countries today with government sanctions directed against Jews, there are Jewish communities facing crises. As ongoing tensions in Venezuela dominate the headlines, the Jewish community, numbering about 2,500, is facing critical shortages in food, medicine and medical care. Support has been included in this year's recommendations to assist the American Joint Jewish Distribution Committee (JDC) deliver food packages, distribute medicine and coordinate care to isolated elderly.

Although it has been a few years since the open conflict between Ukraine and Russia, poor economic conditions and rampant inflation continue to exist in Kiev, as well as other parts of the Former Soviet Union (FSU). Funding from the Annual Campaign helps JDC provide home care, food support, medical care and winter relief to 15,000 people in Kiev. In addition, Federation's "core" funding, given collectively with other Federations, extends this support to more than 100,000 older adults throughout the FSU.

Building Jewish Identity

Besides caring for vulnerable Jewish populations, efforts that build Jewish identity and a connection to Israel and other Jewish communities are among Detroit's highest overseas priorities.

IOC members had an opportunity this year to visit Berlin. Germany is home to approximately 300,000 Jews, the fastest growing Jewish community in Europe. Almost none have any connection to Germany's pre-World War II history, and more than 80% are from the FSU. Most of these individuals do not identify with the existing Jewish community infrastructure, for a variety of reasons. However, many are motivated to seek out cultural opportunities that connect them to Judaism, Israel and the global Jewish community. More than 120 grassroots Jewish organizations have emerged over the last 15 years. The Jewish Agency for Israel (JAFI) has created Nevatim, a

platform for these groups to connect with one another, share resources and get assistance with their leadership and organizational development. The IOC's recommendation to help support Nevatim this year represents an investment in the future of Jewish life in Europe and their connection to Israel and other Jewish communities, including Detroit.

Engaging the Detroit Jewish Community

An added dimension of Detroit's support in Israel is the potential for funded programs to create engagement opportunities for Jewish Detroiters. A third year's allocation is being recommended to support the engagement and education work performed through Detroit's Community Shalicha, trained by the Jewish Agency for Israel (JAFI). The Shalicha brings a personal Israeli presence to the community and deepens Detroiters' understanding and connection to Israel. Her work will be augmented next year in our community's effort to re-start a "Shin Shinim" program, bringing four Israeli teens from Detroit's Partnership Region to spend a year in our community before they enter the Israeli Defense Force. These young adults will be placed in several positions among Detroit's Jewish agencies, schools and synagogues, interfacing with Detroiters and strengthening their connection to Jewish peoplehood.

The overseas allocation also continues to support other activities linking the Detroit Jewish community to Israel and encouraging community involvement. Those most prominent are Partnership 2Gether, the Israel Camper Program with Tamarack and the "Mifgash" (Israeli participants) on our Birthright and Teen Missions. In recent years, the IOC has recommended funding for programs that attempt to foster connections between young adults in our Partnership Region with those in Detroit. In the coming year, these efforts will reach a new level through the Lester Young Adult Leadership Program, which will pair ten Detroit young adults with ten peers from Detroit's Partnership Region in a two-year study and engagement program intended to cultivate new leaders in both communities with a deeper understanding of one another.



SUMMARY
JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2019 AND 2020

	FYEMAY 31, 2019			FYEMAY 31, 2020			INCREASE (DECREASE)		
	2018 ANNUAL CAMPAIGN	2018 CHALLENGE FUND	2018 TOTAL	2019 ANNUAL CAMPAIGN	2019 CHALLENGE FUND	2019 TOTAL	ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL
CAMPAIGN ACHIEVEMENT									
ANNUAL CAMPAIGN AND CHALLENGE FUND	32,200,000	3,616,106	35,816,106	33,900,000	2,869,608	36,769,608	1,700,000	(746,498)	953,502
SHRINKAGE ALLOWANCE	(817,500)	(45,000)	(862,500)	(862,500)	(20,000)	(882,500)	(45,000)	25,000	(20,000)
PRIOR YEAR'S OVER-ACHIEVEMENT	500,000	-	500,000	600,000	-	600,000	100,000	-	100,000
TOTAL CAMPAIGN ACHIEVEMENT	31,882,500	3,571,106	35,453,606	33,637,500	2,849,608	36,487,108	1,755,000	(721,498)	1,033,502
CAMPAIGN ALLOCATIONS									
ISRAEL AND OVERSEAS (SEE ATTACHMENT I)	8,679,824	236,000	8,915,824	8,834,970	283,521	9,118,491	155,146	47,521	202,667
NATIONAL AGENCIES (SEE ATTACHMENT II)	1,589,893	4,000	1,593,893	1,579,893	3,600	1,583,493	(10,000)	(400)	(10,400)
LOCAL AGENCIES (SEE ATTACHMENT III)									
JEWISH EDUCATION and IDENTITY	5,966,994	1,182,110	7,149,104	6,295,286	1,074,187	7,369,473	328,292	(107,923)	220,369
COMMUNITY SERVICES	4,705,607	908,570	5,614,177	5,081,315	859,770	5,941,085	375,708	(48,800)	326,908
ADDITIONAL LOCALS SUPPORT	10,940,182	1,240,426	12,180,608	11,846,036	628,530	12,474,566	905,854	(611,896)	293,958
TOTAL LOCAL SUPPORT	21,612,783	3,331,106	24,943,889	23,222,637	2,562,487	25,785,124	1,609,854	(768,619)	841,235
TOTAL CAMPAIGN ALLOCATIONS	31,882,500	3,571,106	35,453,606	33,637,500	2,849,608	36,487,108	1,755,000	(721,498)	1,033,502

ATTACHMENT I - ISRAEL AND OVERSEAS
JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2019 AND 2020

	FYE MAY 31, 2019			FYE MAY 31, 2020			INCREASE (DECREASE)		
	2018 ANNUAL CAMPAIGN	2018 CHALLENGE FUND	2018 TOTAL	2019 ANNUAL CAMPAIGN	2019 CHALLENGE FUND	2019 TOTAL	ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL
CORE ALLOCATIONS									
World ORT	137,900	-	137,900	139,900	-	139,900	2,000	-	2,000
JDC	1,842,724	-	1,842,724	2,042,724	-	2,042,724	200,000	-	200,000
JAFI	4,914,506	-	4,914,506	4,812,506	-	4,812,506	(102,000)	-	(102,000)
TOTAL CORE ALLOCATIONS	6,895,130	-	6,895,130	6,995,130	-	6,995,130	100,000	-	100,000
ELECTIVE ALLOCATIONS									
Better Together - Lod	109,000	-	109,000	80,000	-	80,000	(29,000)	-	(29,000)
Community Shalich	80,500	-	80,500	80,500	-	80,500	-	-	-
Critical Services - Kiev	190,500	-	190,500	200,000	-	200,000	9,500	-	9,500
Ethiopian National Project	90,000	-	90,000	90,000	-	90,000	-	-	-
JDC Hanoch Haredi Employment Initiative	45,000	-	45,000	-	-	-	(45,000)	-	(45,000)
LYA Leadership - Central Galilee	-	-	-	18,000	-	18,000	18,000	-	18,000
National Coalition Supporting Eurasian Jewry	6,000	-	6,000	8,000	-	8,000	2,000	-	2,000
Nevatim	-	-	-	46,500	-	46,500	46,500	-	46,500
Partnership Together Central Galilee	757,000	-	757,000	757,000	-	757,000	-	-	-
Venezuela Emergency Food / Medicine	-	-	-	50,000	-	50,000	50,000	-	50,000
TOTAL ELECTIVE ALLOCATIONS	1,278,000	-	1,278,000	1,330,000	-	1,330,000	52,000	-	52,000
ISRAEL AND OVERSEAS SERVICES	506,694	-	506,694	509,840	-	509,840	3,146	-	3,146
CHALLENGE FUND DESIGNATIONS	-	236,000	236,000	-	283,521	283,521	-	47,521	47,521
TOTAL ISRAEL AND OVERSEAS	8,679,824	236,000	8,915,824	8,834,970	283,521	9,118,491	155,146	47,521	202,667

ATTACHMENT II - NATIONAL AGENCIES
JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2019 AND 2020

	FYE MAY 31, 2019				FYE MAY 31, 2020				INCREASE (DECREASE)	
	2018 ANNUAL CAMPAIGN	2018 CHALLENGE FUND	2018 TOTAL	2019 ANNUAL CAMPAIGN	2019 CHALLENGE FUND	2019 TOTAL	ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL	
JFNA Dues	1,183,432	-	1,183,432	1,183,432	-	1,183,432	-	-	-	
Birthing Israel	211,790	4,000	215,790	211,790	3,600	215,390	-	(400)	(400)	
National Federation Alliance										
70 Faces Media	17,000	-	17,000	15,000	-	15,000	(2,000)	-	(2,000)	
Hillel International	43,566	-	43,566	43,566	-	43,566	-	-	-	
Israel Action Network	30,121	-	30,121	34,792	-	34,792	4,671	-	4,671	
JCC Association of North America	43,021	-	43,021	43,021	-	43,021	-	-	-	
Jewish Council of Public Affairs	23,292	-	23,292	23,292	-	23,292	-	-	-	
JFNA Next Generations Collective Action Initiative	20,000	-	20,000	20,000	-	20,000	-	-	-	
Network for Jewish Human Services	3,000	-	3,000	5,000	-	5,000	2,000	-	2,000	
Total National Federation Alliance	180,000	-	180,000	184,671	-	184,671	4,671	-	4,671	
National Central Services	14,671	-	14,671	-	-	-	(14,671)	-	(14,671)	
TOTAL NATIONAL AGENCIES	1,589,893	4,000	1,593,893	1,579,893	3,600	1,583,493	(10,000)	(400)	(10,400)	

ATTACHMENT III - LOCAL AGENCIES

JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2019 AND 2020

	FYE MAY 31, 2019			FYE MAY 31, 2020			INCREASE (DECREASE)			
	2018 ANNUAL CAMPAIGN	2018 CHALLENGE FUND	2018 TOTAL	2019 ANNUAL CAMPAIGN	2019 CHALLENGE FUND	2019 TOTAL	7	ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL
JEWISH EDUCATION & IDENTITY										
Schools										
Farber Hebrew Day School	321,165	128,664	449,829	321,165	123,664	444,829	8	-	(5,000)	(5,000)
Hillel Day School	538,951	116,315	655,266	538,951	113,615	652,566	8	-	(2,700)	(2,700)
Yeshiva Beth Yehudah	764,084	186,645	950,729	764,084	151,145	915,229	8	-	(35,500)	(35,500)
Yeshiva Gedolah	86,891	19,597	106,488	86,891	19,597	106,488	8	-	-	-
Yeshivas Darchei Torah	271,078	49,187	320,265	271,078	49,187	320,265	8	-	-	-
Day Schools	42,500	-	42,500	215,000	-	215,000	9	172,500	-	172,500
Congregational School Funding	373,516	76,755	450,271	373,516	76,755	450,271		-	-	-
BBYO	68,652	11,436	80,088	68,652	11,436	80,088	10	-	-	-
Fresh Air Society / Tamarack Camps	439,864	192,798	632,662	482,656	134,555	617,211	10	42,792	(58,243)	(15,451)
Hillel Foundations										
Hillel of Metro Detroit	150,709	34,477	185,186	150,709	38,277	188,986	10	-	3,800	3,800
MSU Hillel / Michigan Jewish Conference	191,782	33,108	224,890	231,782	33,108	264,890	10	40,000	-	40,000
HCAM	85,129	15,280	100,409	90,129	2,000	92,129	10	5,000	(13,280)	(8,280)
Michigan Hillel at University of Michigan	147,310	29,703	177,013	162,310	27,703	190,013	10	15,000	(2,000)	13,000
Jewish Community Center	1,389,314	288,145	1,677,459	1,464,314	293,145	1,757,459	1	75,000	5,000	80,000
JCC Education Department	986,049	-	986,049	964,049	-	964,049	12	(22,000)	-	(22,000)
Mission Subsidies	110,000	-	110,000	110,000	-	110,000		-	-	-
TOTAL JEWISH EDUCATION & IDENTITY	5,966,994	1,182,110	7,149,104	6,295,286	1,074,187	7,369,473		328,292	(107,923)	220,369

ATTACHMENT III - LOCAL AGENCIES

JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2019 AND 2020

	FYE MAY 31, 2019				FYE MAY 31, 2020				INCREASE (DECREASE)		
	2018 ANNUAL CAMPAIGN	2018 CHALLENGE FUND	2018 TOTAL	2019 ANNUAL CAMPAIGN	2019 CHALLENGE FUND	2019 TOTAL	7	ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL	
COMMUNITY SERVICES											
Hebrew Free Loan	111,231	27,542	138,773	158,731	42,242	200,973		47,500	14,700	62,200	
Hebrew Free Loan (Student Loans)	19,013	3,907	22,920	19,013	3,907	22,920	10	-	-	-	
JCRC/AUC	279,746	54,737	334,483	287,246	54,737	341,983	10	7,500	-	7,500	
Jewish Family Service	2,415,745	412,094	2,827,839	2,506,453	477,894	2,984,347	10	90,708	65,800	156,508	
Jewish Senior Life	440,106	231,097	671,203	540,106	103,597	643,703	10	100,000	(127,500)	(27,500)	
JVS	1,190,577	179,193	1,369,770	1,200,577	177,393	1,377,970	10	10,000	(1,800)	8,200	
In-Home Support Services (JSL and JFS)	18,750	-	18,750	18,750	-	18,750		-	-	-	
Meals on Wheels (JSL/JFS/NCJW)	-	-	-	40,000	-	40,000		40,000	-	40,000	
Foundation for Our Jewish Elderly	230,439	-	230,439	310,439	-	310,439	13	80,000	-	80,000	
TOTAL COMMUNITY SERVICES	4,705,607	908,570	5,614,177	5,081,315	859,770	5,941,085		375,708	(48,800)	326,908	
ADDITIONAL LOCAL SUPPORT											
Community Security Program	363,950	-	363,950	567,468	-	567,468		203,518	-	203,518	
Other Direct Services	630,276	-	630,276	556,597	-	556,597	2	(73,679)	-	(73,679)	
Agency Incentive Grants from Super Sunday	3,318	-	3,318	800	-	800		(2,518)	-	(2,518)	
Community Development/Engagement	785,900	20,500	806,400	1,014,672	5,000	1,019,672	2	228,772	(15,500)	213,272	
Strategic Planning and Partnerships	375,670	-	375,670	417,431	-	417,431	2	41,761	-	41,761	
Support Services	1,619,000	-	1,619,000	1,669,000	-	1,669,000	14	50,000	-	50,000	
Agency Support to Cover Rent for UJF Facilities	4,000,000	-	4,000,000	4,000,000	-	4,000,000	15	-	-	-	
Real Estate Centralization Costs	280,000	-	280,000	280,000	-	280,000		-	-	-	
Campaign Expenses	117,068	-	117,068	130,068	-	130,068	16	13,000	-	13,000	
Capital Needs Fund Grant	1,200,000	-	1,200,000	1,200,000	-	1,200,000		-	-	-	
Endowment Fund Matching Grants	1,350,000	-	1,350,000	1,350,000	-	1,350,000	17	-	-	-	
Campaign Reserve	100,000	-	100,000	450,000	-	450,000		350,000	-	350,000	
Community Initiatives	115,000	1,219,926	1,334,926	210,000	623,530	833,530	18	95,000	(596,396)	(501,396)	
TOTAL ADDITIONAL LOCAL SUPPORT	10,940,182	1,240,426	12,180,608	11,846,036	628,530	12,474,566		905,854	(611,896)	293,958	
TOTAL LOCAL AGENCIES	21,612,783	3,331,106	24,943,889	23,222,637	2,562,487	25,785,124		1,609,854	(768,619)	841,235	

NOTES

1. Shrinkage allowance of 2.5%, determined by Federation's Finance Committee, based on pledges for the Annual Campaign and Challenge Fund.
2. Includes Federation's operating budget (support services and direct program costs) and other local support for agencies.
3. Year 1 of a 3 year phase-in of an additional \$1 million in core unrestricted support to JDC, with a corresponding decrease each year to JAFI.
4. Scheduled multi-year phased sunset of funding.
5. Amount contributed from Federation Operating Budget to operate Israel offices in Detroit and Jerusalem.
6. The National Federation Alliance was disbanded in FY 2018-19. Federations, including JFMD, are now determining their own allocations to individual national agencies.
7. Challenge Fund allocations include: 1) General Grants given to the agencies historically as part of their Campaign allocations; 2) Donor Designations given in accordance with the explicit instructions of donors; and 3) Special Grants given to address high priority needs that cannot be handled by the normal Campaign allocation. There are no Special Grants for FY 2019-20. Please see Tables I and II for the breakdown of Challenge Fund allocations.
8. Due to a generous contribution, Frankel Jewish Academy has been able to meet their financial strategic plan for FY 2019-20, allowing funds to be redirected toward vital community needs. While the goal will be to continue to increase a portion of funding for day schools based on a per capita model, it will not be done based on the original four year phase-in plan for use of Campaign dollars. This model created serious financial issues for some schools due to the large differences in enrollments. In FY 2018-19, 20% of a school's allocation was based on the percentage of a school's enrollment of the total day school enrollment in FY 2017-18 with the remainder based on schools' needs. In order to mitigate the negative effect of this funding formula on specific schools, additional funding from funds for day schools secured beyond the Annual Campaign was used to maintain these schools' allocations at FY 2017-18 levels. Due to the importance of all the day schools to the community, beginning in FY 2019-20, day schools will receive the same Campaign allocation as FY 2018-19 and additional Campaign funds will be awarded during the course of the year based on individual schools' needs. Funding from other non-Campaign sources will be based on a per capita model.
9. Distribution to support a variety of programs and services at the day schools.
10. Additional allocations for high priority community programs: programming/staffing for campus Hillels/HCAM, scholarships for formal and informal Jewish educational opportunities, loan fund operations, community relations services/programs, JSL kosher food program, kosher Meals-on-Wheels, and escorted transportation for older adults, emergency financial assistance, and programs for adults with disabilities.
- 10/11. Allocation includes commitment made by Federation for assistance with Tamarack/JCC day camp agreement and funds for scholarships.
12. Allocation to the Jewish Community Center for the support of its Education Department, previously part of Federation.
13. Distribution to the Foundation for Our Jewish Elderly to support in-home support services, escorted transportation and adult day care. An additional \$80,000 was added for this fiscal year specifically for in-home support services.
14. Costs related to Federation/Foundation operating budget, net of management fees and direct income. These expenses support annual initiatives that helped raised \$38.6 million (as of March, 2019) in additional funds for local programs beyond the Annual Campaign, including 1) \$29 million for Support Foundations and Philanthropic Funds, 2) \$8.6 million for Restricted Funds and Planned Giving Vehicles, and 3) \$1 million for PACE Funds.
15. Agencies occupying space owned by the United Jewish Foundation (UJF) are required to pay fair market value for rent. Federation is providing an allocation to the agencies to pay this rent. UJF will then give Federation an allocation for the amount of the rent collected. There are no cash exchange implications. This process creates greater financial transparency.
16. Costs related to credit card fees.
17. Endowment fund matching grants supporting local agencies, synagogues, and programs.
18. Includes allocations for agency collaboration initiative, youth mental health services and measurement/impact program.

TABLE I: LOCAL ALLOCATIONS
JEWISH FEDERATION OF METROPOLITAN DETROIT
CHALLENGE FUND BREAKDOWN
FISCAL YEARS ENDING MAY 31, 2019 and 2020

	2018 Challenge Fund		2018 CHALLENGE FUND		2019 Challenge Fund		2019 CHALLENGE FUND	
	General Allocations	Donor Designations	General Allocations	Donor Designations	General Allocations	Donor Designations	General Allocations	Donor Designations
JEWISH EDUCATION & IDENTITY								
Schools								
Farber Hebrew Day School	73,664	55,000	128,664		73,664	50,000	123,664	
Hillel Day School	101,315	15,000	116,315		101,315	12,300	113,615	
Yeshiva Beth Yehudah	151,145	35,500	186,645		151,145	-	151,145	
Yeshiva Gedolah	19,597	-	19,597		19,597	-	19,597	
Yeshivas Darchei Torah	46,687	2,500	49,187		46,687	2,500	49,187	
Congregational School Funding	76,755	-	76,755		76,755	-	76,755	
BBYO	11,436	-	11,436		11,436	-	11,436	
Fresh Air Society/Tamarack Camps	83,198	109,600	192,798		83,198	51,357	134,555	
Hillel Foundations								
Hillel of Metro Detroit	27,477	7,000	34,477		27,477	10,800	38,277	
MSU Hillel/Michigan Jewish Conference	28,108	5,000	33,108		28,108	5,000	33,108	
HCCAM	-	15,280	15,280		-	2,000	2,000	
Michigan Hillel at University of Michigan	27,703	2,000	29,703		27,703	-	27,703	
Jewish Community Center	253,145	35,000	288,145		253,145	40,000	293,145	
TOTAL JEWISH EDUCATION & IDENTITY	900,230	281,880	1,182,110		900,230	173,957	1,074,187	

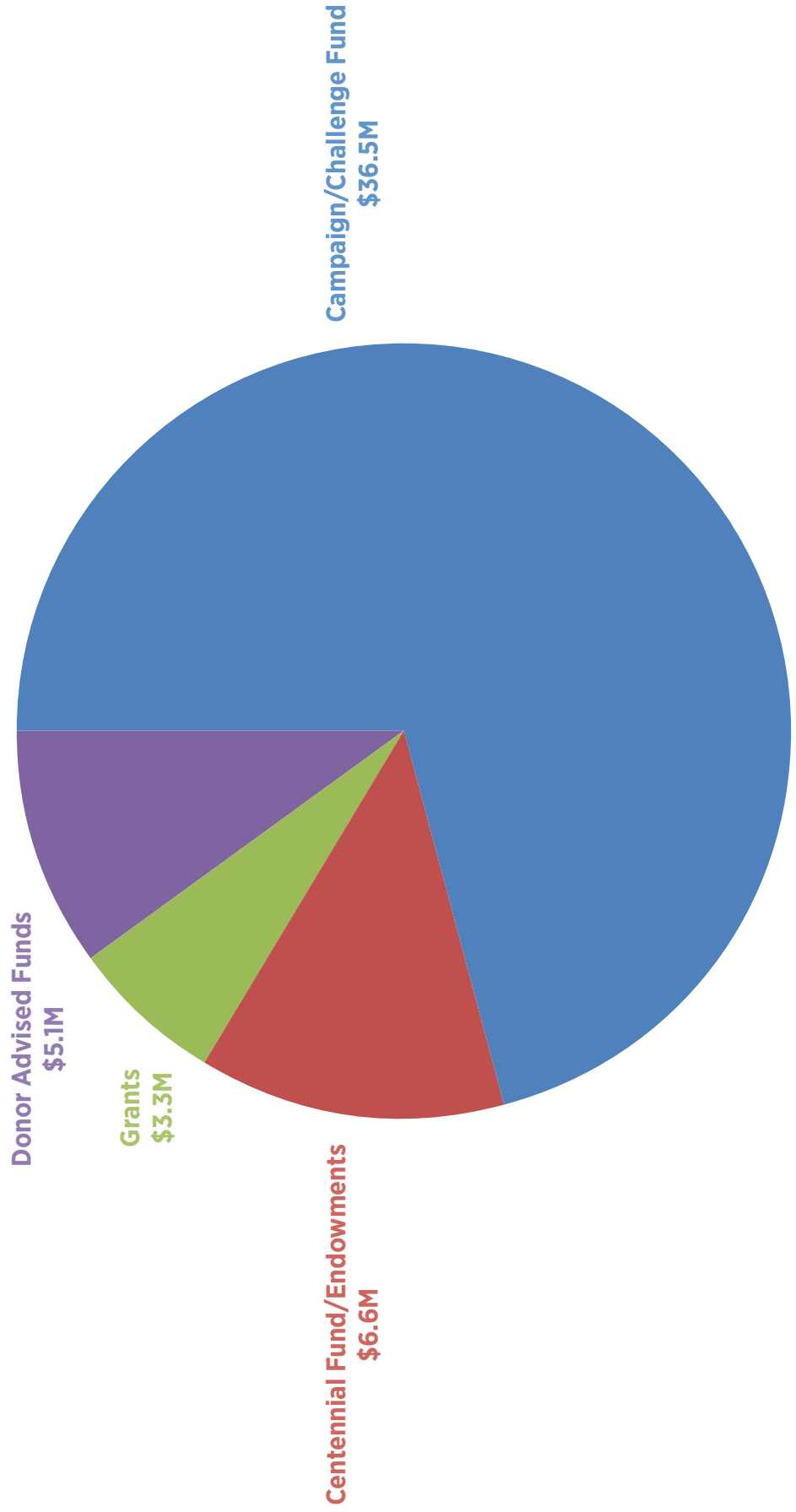
TABLE II: LOCAL ALLOCATIONS
JEWISH FEDERATION OF METROPOLITAN DETROIT
CHALLENGE FUND BREAKDOWN
FISCAL YEARS ENDING MAY 31, 2019 and 2020

	2018 Challenge Fund General Allocations	2018 Challenge Fund Donor Designations	2018 TOTAL CHALLENGE FUND	2019 Challenge Fund General Allocations	2019 Challenge Fund Donor Designations	2019 TOTAL CHALLENGE FUND
COMMUNITY SERVICES						
Hebrew Free Loan	22,042	5,500	27,542	22,042	20,200	42,242
Hebrew Free Loan (Student Loans)	3,907	-	3,907	3,907	-	3,907
JCRC/AJC	54,737	-	54,737	54,737	-	54,737
Jewish Family Service	397,594	14,500	412,094	397,594	80,300	477,894
Jewish Senior Life	79,097	152,000	231,097	79,097	24,500	103,597
JVS	177,393	1,800	179,193	177,393	-	177,393
TOTAL COMMUNITY SERVICES	734,770	173,800	908,570	734,770	125,000	859,770
ADDITIONAL LOCAL SUPPORT						
Community Development/Engagement	-	20,500	20,500	-	5,000	5,000
Community Initiatives	-	1,219,926	1,219,926	-	623,530	623,530
TOTAL ADDITIONAL LOCAL SUPPORT	-	1,240,426	1,240,426	-	628,530	628,530
TOTAL LOCAL AGENCIES	1,635,000	1,696,106	3,331,106	1,635,000	927,487	2,562,487

Attachment IV

Total Federation/Foundation Projected Support
for Local, Israel & Overseas and National Agencies (Sources)

Total Support = \$51.5M



You are not alone...

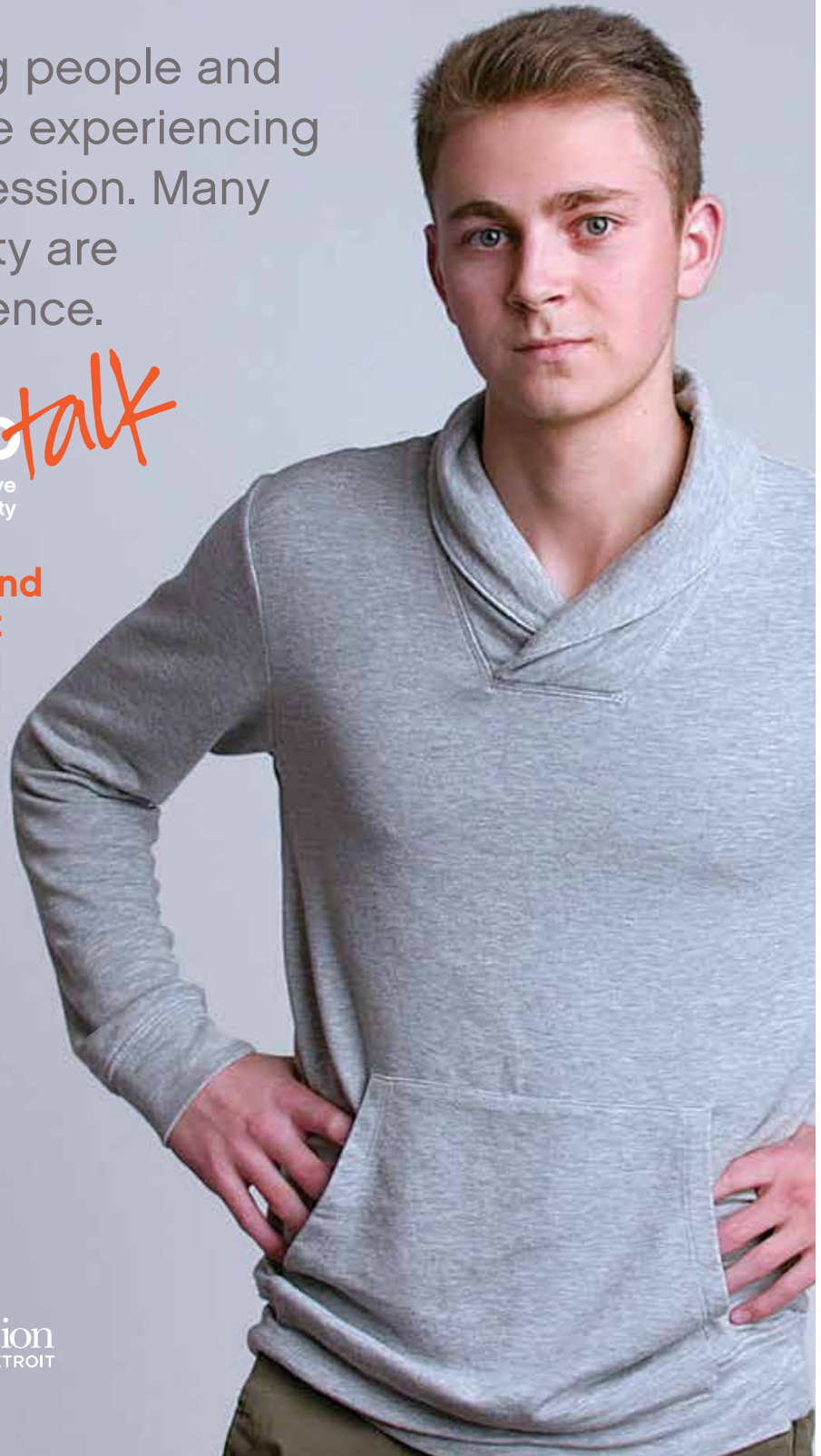
Too many young people and their families are experiencing anxiety or depression. Many in our community are struggling in silence.

we need to *talk*

a youth mental health initiative
of the detroit jewish community

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Jewish Federation
OF METROPOLITAN DETROIT



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the Jewish community is here to help. One call or visit to
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